

# SAFETY AND SERVICES OVERSIGHT COMMISSION REGULAR MEETING

SSOC created by the Public Safety and Services Violence Prevention Act of 2014

**Monday, October 24, 2016**

**6:30-9:00 p.m.**

**Hearing Room 1**

**1 Frank H. Ooawa Plaza Oakland. California 94612**

**Oversight Commission Members:** Chairperson Rev. Curtis Flemming, Sr. (D-3), Jody Nunez (D-1), Tony Marks-Block (D-2), Natasha Middleton (D-4), Rebecca Alvarado (D-5), Melanie Shelby (D-6), Kevin McPherson (D-7), Letitia Henderson Watts (At-Large), and Troy Williams (Mayoral).

**PUBLIC COMMENT:** The Oversight Commission welcomes you to its meetings and your interest is appreciated.

- ✓ If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.
- ✓ If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- ✓ If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the Oversight Commission's jurisdictions may be addressed. Time limitations shall be at the discretion of the Chair.

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30pm	AD	
2. Roll Call	2 Minutes	AD	
3. Agenda Approval	3 Minutes	AD	
4. Open Forum	10 Minutes	I	
5. Coordinator's Announcements a) Retreat reminder (Date: Oct. 29 <sup>th</sup> ) b) Response to procedural questions related to quorums, appointments, and minutes	5 Minutes	A	
6. Approval of Minutes from Regular Meeting of September 26, 2016	5 Minutes	A	Attachment 1
7. Appointment of New Vice Chairperson	15 Minutes	A	
8. Introductions of new Commissioners Natasha Middleton (D-4) and Troy Williams (Mayoral)	15 Minutes	I	
9. Evaluation RFP Contract Recommendations	20 Minutes	A	Attachment 2
10. Continuation of Discussion on Police Chief Recruitment (Soliciting Feedback on desires in the New Chief)	15 Minutes	I	Attachment 3
11. HSD Quarterly Report	15 Minutes	A	Attachment 4
12. OPD Quarterly Report	15 Minutes	A	Attachment 5
13. Adoption of 2017 Regular Meeting Calendar	5 Minutes	A	Attachment 6
14. Schedule Planning and Pending Agenda Items	15 Minutes	A	
15. Adjournment	1 Minutes		

**A = Action Item**

**I = Informational Item**

**AD = Administrative Item**

## PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION REGULAR MEETING MINUTES

**Monday, September 26, 2016**

Hearing Room 1

**ITEM #1:      CALL TO ORDER**

The meeting was called to order at by Chairperson Rev. Curtis Flemming at 6:32pm

**ITEM #2      ROLL CALL**

Present:	Chairperson Rev. Curtis Flemming, Sr.	Commissioner Rebecca Alvarado
	Commissioner Letitia Henderson Watts	Commissioner Kevin McPherson
	Commissioner Jody Nunez	Commissioner Natasha Middleton

Excused:	Commissioner Tony Marks-Block	Commissioner Melanie Shelby
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Quorum present

**ITEM #3:      AGENDA APPROVAL**

Approved by consensus

**ITEM #4:      OPEN FORUM**

1 Speaker

**ITEM #5:      COORDINATOR'S ANNOUNCEMENTS –Joe DeVries for Chantal Cotton Gaines**

Retreat will be held on Saturday, October 29<sup>th</sup> – Ceasefire and the SSOC budget will be discussed.

Evaluation contract award will be brought to the SSOC at the next regular meeting on Monday, October 24<sup>th</sup> and then will go to the Public Safety Committee meeting on Tuesday, October 25<sup>th</sup>.

**SSOC Discussion:**

1. Commissioners were pleased that more than one application had been received. It seems that this is headed in the right direction. The commission looks forward to the final outcome on the decision.
2. The commissioners who participated in the process felt that each proposal reflected in some way, what it was that the SSOC wanted to see in an evaluator.

**ITEM #6:      APPROVAL OF MINUTES**

A motion to approve the minutes from the July 18, 2016 special meeting as submitted was made by Commissioner McPherson and seconded by Commissioner Nunez. 4 Ayes; 1 Abstention (Middleton). Motion passed.

1 Speaker

**ITEM #7:        APPOINTMENT OF NEW VICE CHAIRPERSON**

Chairperson Flemming opened the discussion for nominations for a Vice Chairperson since the position is currently vacant (the former Vice Chairperson resigned).

Chairperson Flemming recommended Commissioner Nunez as a possible candidate.

Commissioner Henderson Watts made a motion to postpone Item #7 on the voting of a Vice Chairperson to the October 24<sup>th</sup> meeting. Motion seconded by Commissioner Alvarado;

6 Ayes

**ITEM #8:        POLICE CHIEF RECRUITMENT PROCESS – Joe DeVries**

3 Speakers, 1 withdrew

Members of the public presented the following information:

Characteristics in a Police Chief:

- Strong commitment to youth and youth development
- Values growing on our own with an emphasis on hiring workforce from within our city
- Transparency
- No back room deals
- No cover ups of officer's misconduct
- Acknowledges that racial profiling does exist
- Acknowledges that public trust is essential
- Police legitimacy is a goal for the agency
- Fully accept and promote procedural justice model
- Cultural sensitivity
- Experience in leading agency with demographics similar to Oakland
- Experience in leading agency with crime patterns similar to Oakland
- Previous Chief of Police, Assistant Chief, or Deputy Chief experience is desirable
- Willing to become a resident of Oakland
- A Bachelor's degree or higher
- Family oriented with experience raising children
- Clean background – no history riddled with allegations of misconduct
- Clean Family Life- no messy divorce, no children in rehab, no extramarital affair anything that could bring a bad reputation to the department
- No history of complaints involving bias, harassment or retaliation

Mr. DeVries gave an overview of why these forums had been planned at the direction of the Mayor's and City Administrator's Offices. They wanted to hear from a broad cross-section of Oaklanders. Staff conducted two youth forums, held in East Oakland and West Oakland, as well as holding a forum in Chinese and next week one will be held in Spanish. The City also has an online survey that has actually been very well responded to with over 400 surveys being submitted to date. The goal is to help inform the recruiter so that the City can get the right pool of candidates to choose from. When a selection panel is put in place, the City Administrator and the Mayor will have this input from the community to hold the candidates to. Lastly, this information will be used to help move forward as a city giving the

new chief a roadmap of the direction the community wants to see the new chief take the department into in order to make our communities safer.

#### **SSOC Discussion:**

1. The Commissioners appreciate the opportunity to participate and give feedback as they are upset with what is going on in our city and throughout this nation.
2. Some commissioners have concerns, reservations and skepticism about if the information provided will be taken into consideration when it gets to the place for actually hiring. Would like to know next steps
  - a. Mr. DeVries noted that the City posted the job on Friday (September 23<sup>rd</sup>) and it will be open for a 45-day window for applicants to apply. During and after the open period closes, the recruiting firm will vet through the applications and come up with a list of applicants that will move to the interview process sometime in November, with a final announcement sometime in January. The Mayor and City Administrator have made a commitment to have two community members on the panel. The list of applicants will not be made public as there is a certain level of confidentiality involved and requested of the candidates in order not to jeopardize their existing jobs.
3. The Commission would like to see that when a chief is announced, that some of the characteristics are noted in their bio, so the community would know their concerns were heard.
4. How much of the community input was considered in the job description? Oakland needs to think outside the box in terms of who to hire as the Chief. There is a sense that they are unaccountable to the community. There is a closed society to which the police belong and that if we continue to draw from this closed community, we will have more of the same.
5. Will the online survey results will be shared with the public and if so when.
  - a. Mr. DeVries reported that they will and that staff is working on aggregating the data. He also added that some of the key themes of the responses were indeed added to the job description.
6. Please tell the Commission about the Recruiting Company.
  - a. Mr. DeVries noted that he doesn't recall the name, but he believes it is one the City has used in the past, but under what capacity, he's unsure. There are not a lot of recruiting firms that handle this type of command level position.
7. To Commissioner McPherson, who is an active police officer in another city, how does the police chief work with the union? There is only so much authority the Chief would have if there is a bargaining unit and if they were successful. The Commission has not yet heard anyone inquire on the prospects' experience of dealing with unions.
  - a. Commissioner McPherson commented that OPD used to have a very strong union, but they are not as influential as they used to be. Usually the City has their own negotiators to work with the union. You need a leader who can change the officers thinking of what we want. Need to go back to the old basics when the officers knew the community members. They need to buy in to procedural justice which would be the best thing they could do.
8. The Commission would like to see someone who has worked with bargaining units.
9. Can this be an ongoing conversation where we could ask our neighbors and co-workers to come up with thoughts as well?
10. Commissioner Henderson Watts experienced family and friends fear the police when she was a youth growing up in West Oakland. The police relationship with the community was tenuous, distrustful, dismissive and abusive with regards to power. Demographics are shifting. Cultural

sensitivity is missing. She would like to see a Chief who could lift the moral of the department and truly dissect the cultural and the legacy of institutionalized racism.

11. Institutionalized criminality in relation to the current situation with the young woman who was abused by many police agencies is also a problem. The fact that this type of culture is allowed to exist in the police department is concerning. The community needs to stay engaged and pressure for changes.
12. One commissioner noted that it would take 30 years to change the culture of the police department. No one can change the department in 3-4 years. By the time these newly hired officers reach the middle of their careers, the group used to doing things the old way, will have retired, with new officers coming learning that they need to do things a different way.
13. The need for the Community Policing component is a high priority. Having your local police officer making relationships with the community is important. Oakland PAL uplifting this program more, for police officers to patrol with sensitivity and awareness of culture and trauma informed situations rather than suspicious.
14. The City should make it easier for officers to live in Oakland.
15. There is concern with regards to how people of color are viewed with decisions they may have made in their youth. Open discussions on biases, racism, pre-conceived notions and how to hold the youth in high esteem regardless of the mistakes that they may have made. Dysfunctional systems have inertia. There needs to be deliberate intervention and taking personal inventory of their own personal actions and biases.
16. These things are noted as working: NSC monthly meetings when community members get to meet with their CROs, OPD Explorers for Youth - the challenge is that not everyone knows about it. A recent Sub-station opened up, maybe more offices in key areas are needed to enhance community policing. Challenges: so much change and disruption and we all need to work together. We want good officers and if they are from the community, great, but if they don't doesn't mean they aren't concerned with what is happening. Take a look again at things that are not working.
17. Some Commissioners would like to see more scholarships available to the youth, not just from the Black Officers Association, but also to adding a Youth Services Division. With regards to accountability, have a report/score card of some sort that the community can report on how the police department is doing.
18. The voters approved 60% of Measure Z funds to OPD. Let's hold them accountable. They come back to the SSOC quarterly with reports on how these funds are being spent.

#### **ITEM #9: SCHEDULE PLANNING AND PENDING AGENDA ITEMS**

Chair Flemming encouraged the Commissioners to submit items to himself, Chantal or Nancy if there is something Commissioners want to talk about.

Some commissioners are not impressed with previous OPD reports. This can be further discussed. There is also concern about how the CROs are appointed and what type of training they receive.

There is an interest in having the evaluator to report frequently on their findings on how the programs are doing, not waiting to the end.

Commissioner Nunez suggested that at the retreat we set up a calendar of who is going to visit what programs and then this can be scheduled on the agenda and reported back to the Commission. She will draft a calendar and it can be discussed at the retreat.

Chair Flemming would like to have Commissioner Middleton give an introduction of herself at the next meeting.

**ITEM # 10      ADJOURNMENT**

Commissioner Henderson Watts made a motion to adjourn the meeting; approved by consent.

Meeting adjourned at 7:57pm.

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**TO:** SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)  
**FROM:** Chantal Cotton Gaines CCG  
**SUBJECT:** Third Party Evaluation Contract Recommendations  
**DATE:** October 17, 2016

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## **RECOMMENDATION**

### **Staff Recommends That The Safety and Services Oversight Commission Adopt A Motion Supporting The Staff Recommendation Stated Below For City Council Adoption:**

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To:

- 1) Enter Into A Professional Services Agreement With Mathematica Policy Research, Inc.  
To:
  - a. Conduct A Comprehensive Evaluation Of Select Oakland Unite Strategies For Up To \$175,000 The First Year, From October 2016 Through December 2017, With The Option To Extend For Three Additional Years For Up To \$179,000 Per Year, For A Total Contract Amount Not To Exceed \$712,000 (Seven Hundred Twelve Thousand Dollars); And To
  - b. Conduct Annual Evaluations Of All Oakland Unite Programs And Strategies For Up To \$170,000 The First Year, From October 2016 Through December 2017, With The Option To Extend For Three Additional Years For Up To \$185,000 Per Year, For A Total Contract Amount Not To Exceed \$725,000 (Seven Hundred Twenty-Five Thousand Dollars); And
- 2) Enter Into A Professional Services Agreement With Resource Development Associates To Conduct Annual Evaluations Of The Police Department's Geographic And Community Policing Programs For Up To \$102,000 The First Year, From October 2016 Through December 2017, With The Option To Extend For Three Additional Years For Up To \$132,000 Per Year, For A Total Contract Amount Not To Exceed \$498,000 (Four Hundred Ninety-Eight Thousand Dollars).

## **EXECUTIVE SUMMARY**

The 2014 Oakland Public Safety and Services Violence Prevention Act (Safety and Services Act, or Measure Z) requires an annual evaluation to be conducted by a third-party independent evaluator. Staff brought the Request for Proposals (RFP) scope of work, created by the Safety and Services Oversight Commission (SSOC) to the Public Safety Committee on May 10, 2016. The RFP scope of services separated the proposed services into three (3) pieces: 1) A four (4)-year comprehensive evaluation of a few Oakland Unite strategies; 2) An annual evaluation of all Oakland Unite programs and strategies; and 3) An annual evaluation of Oakland Police Department geographic and community policing programs.

Staff conducted an RFP process and received and reviewed the three (3) submitted proposals. This report presents details about the staff-recommended contracts with Mathematica Policy Research for the Oakland Unite 4-Year comprehensive evaluation and the Annual Oakland Unite evaluation as well as the recommended contract with Resource Development Associates (RDA) for the Annual OPD evaluation. Each contract would be awarded for a one year period with three extension opportunities to renew for up to a total of a four-year time period.

Staff will take this recommendation to the City Council for contract award approval (such approval is necessary given that the contract amount is greater than \$250,000).

After the contracts are approved, staff will provide regular reports to the SSOC about the process and evaluations in meetings accessible to the public.

## **BACKGROUND/LEGISLATIVE HISTORY**

In July 2014 the City Council adopted Resolution No. 85149 C.M.S. which sent the Safety and Services Act or Measure Z, to the November 4, 2014 General Municipal Election ballot. The voters of the City of Oakland adopted the Act with 77.05 percent of the vote, which surpassed the 66.7 percent approval requirement. The Act maintains the existing parcel tax and parking tax surcharge for a period of 10 years in order to improve police, fire, and emergency response services as well as community strategies for at risk youth and young adults. The Safety and Services Act creates the Safety and Services Oversight Commission (SSOC) to evaluate, inquire, and review the administration, coordination, and evaluation of strategies and practices mandated by the Act. The Act specifies commission duties, which includes duties related to involvement in the evaluation process as further explained below.

The Safety and Services Act states specific evaluation requirements in two places within the measure. One place is in the SSOC duties (Section 4A6) with requirements for the SSOC's interactions with the evaluation and the other place is in Section 48 which is the requirement that explains the annual evaluation and audit in the Accountability and Reporting section. Section 4(A)6 states the following:

SSOC duties related to the evaluation:

- (b) Make recommendations to the City Administrator and, as appropriate, the independent evaluator regarding the scope of the annual program performance evaluation. Wherever possible, the scope shall relate directly to the efficacy of strategies to achieve desired outcomes and to issues raised in previous evaluations.
- (c) Receive draft performance reviews to provide feedback before the evaluator finalizes the report.
- (e) Review the annual fiscal and performance audits and evaluations.

Section 4B is where the act sets the requirement of the annual evaluation. It states:

- B. Annual Program Evaluation: Annual independent program evaluations pursuant to Section 3(C) shall include performance analysis and evidence that policing and violence prevention I intervention programs and strategies are progressing toward the desired outcomes. Evaluations will consider whether programs and strategies are achieving



reductions in community violence and serving those at the highest risk. Short-term successes achieved by these strategies and long-term desired outcomes will be considered in the program evaluations.

## **ANALYSIS AND POLICY ALTERNATIVES**

After hearing feedback about Measure Y evaluations, the SSOC wanted to seize the opportunity with the first Measure Z evaluation RFP to really reframe the evaluation services contracts. For Measure Z, the SSOC developed an RFP that made it easy for evaluators to bid on the specific service at which they hold expertise. The SSOC also thought it would be beneficial to build in the opportunity for a longer study to take place since the annual evaluations are limited in the amount of outcome information they can provide. The RFP scope of services (***Attachment A***) included the following subsections: budget/budget narrative, evaluation overview, evaluation purpose, evaluation timeline and design, and the required elements for all the Oakland Unite violence prevention and intervention services, and the evaluation and the required elements of the Geographic Policing and Community Policing services. The RFP made it clear that this evaluation will not include an evaluation of the police-portion of the Ceasefire program, which is being conducted by separate funding in the Oakland Police Department (OPD) Measure Z Spending Plan. This evaluation will evaluate the services provided to Ceasefire clients through Oakland Unite.

The three (3) proposals received for these evaluation services are summarized in Table 1 along with the services on which they submitted a proposal.

**Table 1: Proposals Received**

<b>Bidder</b>	<b>Portions of Services Bid On</b>		
	4-Year Comprehensive	Annual Oakland Unite	Annual OPD
Impact Justice	X	X	X
Mathematica Policy Research	X	X	
Resource Development Associates (RDA)	X	X	X

## **Proposal Rating and Contract Recommendations**

The proposal raters included a representative from the Human Services Department, the Oakland Police Department, an SSOC Commissioner, an evaluation expert, and a member of the public. Each proposal was ranked according to the following criteria:

1. Relevant Experience
2. Team Qualifications and History of Team Collaboration
3. Proposal Organization
4. Approach Outlined in Proposal (especially focused on program design)
5. Quality of Proposed Deliverables

In addition to the proposal rating, a review panel interviewed each firm. The interview/review panel looked for how the organization presented information, the rigor of the previous studies the

firm conducted, and the firm's ability to gather data, the project team's experience working together, and the firm's plan for this particular project. Mathematica Policy Research was ranked highest for the two Oakland Unite evaluations (they did not bid on the OPD evaluation) and RDA was ranked the highest of the bidders on the OPD annual evaluation. Thus, staff recommends the following contract awards and timeframes based on the proposal reviews and interviews. The annual costs are further explained in the Fiscal Impact section of the report.

- Mathematica Policy Research for annually renewed contracts through December 31, 2020 in an amount not to exceed \$712,000 over a four-year period, for the performance of a four-year comprehensive evaluation of select Oakland Unite strategies.
- Mathematica Policy Research for annually renewed contracts through December 31, 2020 in an amount not to exceed \$725,000 over a four-year period for the performance of annual evaluations of all Oakland Unite programs and strategies.
- Resource Development Associates (RDA) for annually renewed contracts through December 31, 2019 in an amount not to exceed \$498,000 over a four-year period for the performance of annual evaluations of Oakland Police Department geographic and community policing programs.

## **Evaluation Teams**

Four (4)-Year Comprehensive Evaluation: This evaluation will be led by Dr. Johanna Lacoe. She is a leading policy scholar in the fields of juvenile and criminal justice and neighborhood crime. She will serve as the project director for this evaluation. In this role, she will lead the design and implementation of the 4-year comprehensive evaluation and oversee all of the annual Oakland Unite evaluation work as well. She will serve as the primary point of contact for the City.

Annual Oakland Unite Evaluations: While Dr. Lacoe will be the project director for these evaluations as well, the annual Oakland Unite evaluations will be led by Dr. Naihobe Gonzalez.

Annual Oakland Police Department Evaluation: Dr. Patricia Bennett will be the principal-in-charge for the evaluation. Additionally, Dr. Mikaela Rabinowitz will provide project oversight at every step by participating in regular client meetings and approving final deliverables. She will be responsible for the day-to-day project management ensuring that the project deliverables are completed on time and within budget.

## **Required Evaluation Elements (also listed in the RFP Scope of Services)**

### Oakland Unite Community-Focused Violence Prevention / Intervention Evaluations

The Measure Z Community-Focused Violence Prevention and Intervention Services evaluations must address the following questions to the extent possible given available data (this information is organized by the type of evaluation):

1. Program level evaluation (annual 1-year evaluations as a mid-year report) -
  - Are the programs and strategies serving those at highest risk?
  - How are the identified highest risk participants served?

- Did programs meet all of their deliverables and provide the service in the way they stated they would?
  - What is the actual acceptance rate of new clients versus those referred to and applied to the program but was not accepted? (This investigates the work being done at the agency going beyond the work of simply filling out a Victims of Crime (VOC) form).
  - What are the program outcome goals and are they measurable? (were the target levels of performance met)?
  - What are the strengths and challenges of those served?
  - How did programs support/develop client strengths and address client challenges?
  - Are the programs progressing towards desired outcomes?
  - Measurement of client satisfaction and engagement. Conduct exit surveys to assess if clients have advanced in some way (resume development, housing attainment, relationship building, etc.).
  - What are client retention levels? Does retention vary by risk level? Supply narratives of providers and clients on factors that affect or end retention.
  - How are the families of the clients engaged / integrated into the client's program?
  - What are the opportunities to strengthen and increase client involvement and satisfaction?
  - What additional supports do programs need to be successful and how would the program need to be restructured to maximize impact?
  - If possible, client tracking across programs: how many programs are touching the same targeted individuals?
  - How are programs helping clients transition out of intensive support programs? (Achieving self-determination and self-sufficiency)
2. Strategy level evaluation (annual 1-year evaluations as a report which comes out every Fall) - This will be a random sampling of a few programs within different strategies or it will be an evaluation of some or all programs within a randomly selected strategy. Elements will include:
- What program activities lead to the best high risk young adult outcomes? The evaluator should address promising practices that might be replicated at other sites, as well as problematic practices that should be addressed.
  - How could Measure Z funds be allocated more efficiently to reduce crime and violence? Is there too much of an investment in strategies that are relatively expensive for a relatively small outcome?
  - Are community-focused violence prevention / intervention programs remaining comparable to national best practice models?
  - Did programs and strategies align with the guiding principles and essential service elements approved by SSOC and City Council for Measure Z resource allocation and outlined in the RFP?
  - Organizational support: staff training, turnover, continuity of case managers for clients, etc.
3. Comprehensive, larger study of key programs (4-year evaluation) – Consider looking at one program year and then following the clients for some years thereafter. In this study, the evaluator should pick approximately 4-5 programs to study. The required elements include:
- To what extent have Measure Z programs decreased violence and crime in Oakland? To what extent can Measure Z Community-Focused Violence Prevention services be

credited with decreases in shootings, assaults, or family violence? To what extent does Measure Z decrease truancy, recidivism, and other negative indicators among the general Oakland youth population?

- What has been the relative impact on violence between different programs and different strategies? The evaluation should provide a variable violence prevention / intervention gauge by which programs and strategies can be measured for assessing impact.
- Do Measure Z-funded programs show better results in some populations than others?
- If the program was also funded by Measure Y, review how the program performance relates to the specific Measure Z objectives.

Methodology Guidelines - The City strongly encourages proposers to integrate the following methodology guidelines wherever possible:

- Use measures of crime and violence reduction as primary metrics. Where it is possible to evaluate neighborhood or police beat overall crime and violence, this should take precedence over assessing individual participant behavioral changes alone.
- Use benchmarks related to results, rather than to program activities. If direct measurement of data on results is impossible, then the evaluation should lay out how other metrics can properly be used as proxies for the missing data.
- Make comparisons between Measure Z clients and comparable individuals from the general, underserved population either in Oakland or in a comparable city (quasi-experimental design). Data on program outcomes are more meaningful if they can be compared to what would have happened without a similar program intervention.

#### Annual Evaluation of Geographic Policing and Community Policing Evaluation

Annual Evaluation of Geographic and Community Policing Services: The annual Geographic and Community Policing Services evaluation must address the following questions to the extent possible given available data (this information is organized by the type of evaluation):

##### 1. Geographic policing and crime reduction team evaluation –

- How are Community Resource Officers (CROs) chosen? How does OPD train CRO officers for their work?
- How are Crime Reduction Team (CRT) members chosen? How does OPD train CRT officers for their work?
- What work are the CRTs performing and how is it determined and prioritized?
- What is the success rate of the CRTs projects? Are some CRTs doing a better job than others in implementing violence reduction efforts?
- How do CRTs compare to national best practice standards?
- How do Area-based CRTS interact with the Ceasefire strategy CRT teams?
- How much does interdepartmental collaboration affect the CRT and CRO project outcomes? Does that affect the violence reduction outcomes?
- How does the CRT model compare to national targeted, crime reduction team models?
- How many officers participate in procedural justice training and what are the outcomes after the training?
- Evaluate client satisfaction with the police department to assess community policing. This could be a survey or another tool.

## 2. Community policing services evaluation –

- How successful has the community policing program been at reducing violent crime? Increasing public trust of the police department? Can the information in the community policing database (SARAnet) be linked to decreases in violent crime or other improved community outcomes?
- Are the Community Resource Officers (CROs) implementing the SARA problem solving model in alignment with recognized best practices? If not the SARA model, what model is being used?
- Can the SARAnet database be used to draw conclusions about: A) whether there is a link between quality beat project completion to crime and violence reductions; and B) whether some beats/CROs are doing a better job than others of implementing a quality community policing model?
- To what degree do CRO activities reduce violent crime? What proportion of CRO time or project volume is spent on quality of life issues? Does addressing quality of life issues reduce violent crime?
- How much time are CROs spending on their beats compared to other OPD duties?
- What proportion of CRO time is spent in on neighborhood projects versus general presence in the neighborhood? If the average CRO spends over 40 percent of their time doing non-area-specific work, what does that mean?
- Does the performance of Measure Z-funded CROs differ from CROs funded from other funding sources?
- How do CROs under Measure Z differ from PSOs under Measure Y?
- How is the community policing program holding to national best practice models?

Methodology Guidelines - The City strongly encourages proposers to integrate the following methodology guidelines wherever possible:

- Use measureable metrics for evaluating officer (CRO) activity.
- Use measurable metrics for evaluating CRT activity.
- Factor in the results of each the CRO and CRT activities in addition to simply tracking their schedules.
- Interview and or survey the community about police interactions related to community policing.

## **Waiver of Local/Small Business Requirement for Mathematica Policy Research**

Staff requests that the City Council waives the City's L/SBE requirements for Mathematica Policy Research because, although they are not headquartered in Oakland, they do have an Oakland office and they are actively seeking L/SBE certification with the City. Lastly, they provided the most tailored response to the proposed scope of services. Although many evaluation firms exist, this particular applicant team exceeds the required experience and possesses the qualifications to conduct the requested evaluation strategy.

## **FISCAL IMPACT**

Approval of the requested resolutions will award a professional services contract for one year, from October 2016 through December 2017, with Mathematica Policy Research for the following: 1) an amount up to \$175,000 the first year with an option to extend for three

additional years for up to \$179,000 per year, contingent upon available funding, for comprehensive evaluation services; and 2) an amount of \$170,000 the first year with an option to extend for three additional years for up to \$185,000 per year, contingent upon available funding, for Oakland Unite annual evaluation services.

A professional services contract will also be awarded to Resource Development Associates (RDA) in the amount up to \$102,000 the first year with an option to extend for three additional years for up to \$132,000 per year, contingent upon available funding, for annual evaluations of the Oakland Police Department's geographic and community policing programs.

The total amounts for each contract portion are shown in the far right column of Table 2 below. Additionally, the annual cost through all evaluation contracts is summarized in the last row of Table 2 below. The annual costs across all evaluation contracts are within the budgeted amount of approximately \$500,000 for each year.

Funds for the evaluation contracts are available and will come from the Measure Z Fund (2252), City Administrator: Administration Org (02111), Contract Contingencies and Services: Misc Contract Accounts (54011/ 54919), Measure Z Evaluation Project (G491510) and Measure Z Program (PS37).

**Table 2: Estimated Evaluation Contract Costs by Year**

<b>Costs by Year Per Contract</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Total/Contract</b>
Mathematica - 4 Year	\$172,238	\$178,408	\$172,854	\$172,238	\$695,738
Mathematica - Annual O.U.	\$169,538	\$174,746	\$179,825	\$185,202	\$709,311
RDA - Annual OPD	\$101,030	\$125,261	\$107,183	\$131,598	\$465,072
<b>Total Annual Cost for All Contracts</b>	<b>\$442,806</b>	<b>\$478,415</b>	<b>\$459,862</b>	<b>\$489,038</b>	\$1,870,121

Furthermore, if additional revenue is received from Measure Z for evaluation, staff is requesting of the City Council, the authority to amend the contracts and proportionally increase the contract amounts up to the available revenue, subject to SSOC review, without returning to City Council.

For questions, please contact Chantal C. Gaines at [ccotton@oaklandnet.com](mailto:ccotton@oaklandnet.com) or 510-238-7587.

### **ATTACHMENTS (1):**

1. Evaluation RFP Scope of Services

## **ATTACHMENT 1: Evaluation Services RFP Scope of Services**

Below is the SSOC-approved Scope of Services for the 2015-2020 Measure Z evaluation. The SSOC primarily discussed the evaluation types and the required elements (questions for each type of evaluation) in the context of the overall timeline.

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### **Evaluation Services SCOPE OF SERVICES**

The scope of services includes the following subsections: budget/budget narrative, evaluation overview, evaluation purpose, evaluation timeline and design, and the required elements for all the Oakland Unite violence prevention and intervention services, and the evaluation and the required elements of the Geographic and Community Policing services. This evaluation does NOT include an evaluation of the Ceasefire programs.

#### **Budget and Budget Narrative**

The contract period for this evaluation will be between one and four years depending on the portion of the RFP proposers choose to bid on. The options are as follows:

1. For the annual Oakland Unite (program and strategy level) and policing evaluations, the contract period will be July 2016 through December 2017. Upon mutual agreement, the City and the contracted evaluator may renew the annual contract for three (3) additional 12-month periods, subject to satisfactory performance, availability of City funds, and City Council approval.
2. For the four year comprehensive evaluation of Oakland Unite, the contract period will be July 1, 2016 through December 2020.

More detailed information about each type of evaluation is provided in subsequent subsections.

Proposal budgets should reflect the costs for a one-year period. Annual funding available for the external evaluation contract(s) is as follows:

- Annual evaluations include:
  - The Oakland Unite evaluation (program and strategy level)
  - The Oakland Geographic and Community Policing evaluation

While proposers can bid on either the annual Oakland Unite (program and strategy level) evaluation AND the Oakland Geographic and Community Policing evaluation together OR one or the other, the total amount for these annual evaluations should not exceed \$327,984 for July 2016-December 2017 and should not exceed \$339,456 in January 2018-December 2018 (this equates to roughly 66 percent of total evaluation funds annually).

- Four-year comprehensive evaluation (only of some Oakland Unite programs): this four year evaluation should not exceed \$172,500 annually for a total of \$690,000 over four

## **SSOC Approved – Measure Z 2015-2020 Evaluation Scope of Services**

years. Proposers interested in bidding on this evaluation should still reflect their costs in annual terms.

The annual Oakland Unite evaluation and the four-year evaluation should be linked in some meaningful way.

### **External Evaluation Overview**

The City of Oakland is seeking qualified consultants to evaluate the performance of the community-focused violence prevention/intervention services (Oakland Unite) and the Geographic and Community Policing services funded by Measure Z (these are the two service categories which Measure Z requires to have a third-party independent evaluator). The selected contractor(s) will work with designated stakeholders to plan and conduct the evaluation, produce evaluation reports, and present reports and evaluation findings to the SSOC, City Council Public Safety Committee, and the full City Council. Candidates must have cultural competency, especially for interacting with stakeholders. Strong candidates for this series of evaluation contracts would include research firms, research firms with a college/university partnership, or college/university firms. The ideal candidate would bring expertise in one or both of the following: research methods and best practices in the field of violence prevention/intervention and/or best practices and evidence expertise in law enforcement policies and practices especially related to crime prevention and community policing.

Applications may include a partnership of two or more entities. The lead agency may be a non-profit, for-profit, university, or public agency or organization. The City will look favorably upon submittals with university partnerships or agencies that specialize in work related to one or more of the aforementioned services.

If contractors are interested in teaming with subcontractors, the lead agency must have expertise in one or both of the aforementioned services and can partner with other agencies to cover other necessary aspects of the evaluation. Agencies may bid on the whole contract alone, bid on the whole contract with subcontractors or bid on just one portion of the contract. Partnerships designed to evidence experience in violence prevention/intervention or policing must be sustained throughout the project and may only be modified or revised with the express prior authority of the City of Oakland and upon evidence that qualifications and project goals and deadlines will be satisfied.

The contracted evaluations will consist of two core topics with sub-evaluations within each:

1. Evaluation of the Human Services Department (HSD) Oakland Unite community-focused violence prevention/intervention services funded by Oakland Unite. Evaluation of these services will include:
  - a. Program and strategy level evaluation (annual with a mid-year and Fall time annual report)
  - b. Comprehensive, larger study of key programs (four-year evaluation)



## SSOC Approved – Measure Z 2015-2020 Evaluation Scope of Services

2. Evaluation of the Oakland Police Department (OPD) services funded by Measure Z (excluding the Ceasefire strategy). Evaluation of these services will include:
  - a. Geographic policing and crime reduction team evaluation (annual)
  - b. Community policing services evaluation (annual)

**Proposers should submit a detailed proposal for an outcome evaluation for any combination of the following (keeping the available budgets in mind):**

- **The annual Oakland Unite (program and strategy level) evaluations**
- **The four-year comprehensive Oakland Unite evaluation**
- **The annual Geographic and crime reduction team and community policing services evaluations**

A description of each service area and a set of narrative questions for both are provided below. Before applying to evaluate Measure Z community-focused violence prevention/intervention and/or geographic and community policing services, it is essential that proposers understand the legislative intention and requirements to be evaluated. The Measure Z legislation (***Attachment D***) provides a description of the intended services for both core areas.

### **Evaluation Content**

#### Purpose

The purpose of the independent external evaluation(s) is to ensure that the City of Oakland effectively uses Measure Z funds on permitted activities which have the greatest impact in helping Oakland progress towards violence reduction and the three Measure Z objectives. Additionally, Measure Z requires a third party independent evaluator to ensure service delivery as stated in the legislation.

The evaluation should inform the City of Oakland and stakeholders about the impact of Measure Z-funded strategies and inform decision-makers about how to properly allocate Measure Z's resources and efforts to reduce violence in Oakland.

The evaluation is **not** a financial audit. It is performance evaluation connected to the funding spent on different activities funded under Measure Z. The separate financial audit is performed by a third party independent auditor on an annual basis and is managed by the City Controller's Bureau.

### **Timeline and Design**

#### Community-Focused Violence Prevention and Intervention Services (Oakland Unite)

The proposer(s) will propose the evaluation design based on their expertise in what is most effective to provide the most useful data to local decision makers. The City will work with the selected contractor to determine the best metrics to evaluate for the design of each of the types of evaluations listed below. Not all programs can be evaluated in terms of recidivism, but if this metric is chosen for some program evaluation, please note that the City prefers the use of the

## SSOC Approved – Measure Z 2015-2020 Evaluation Scope of Services

Chief Probation Officers of California (CPOC) definition. This definition can be found in the Definition section of this RFP. Additionally, the City prefers for an evaluator to use a Results-Based Accountability (RBA) structure if possible. The RBA definition is also in the Definitions section of this RFP.

As previously stated in this RFP, the City is interested in the following types of evaluation for the violence prevention/intervention programs:

1. Annual Program and Strategy level evaluation - this evaluation would investigate questions as stated in the “Required Elements for Oakland Unite Community-Focused Violence Prevention/Intervention Evaluation” subsection below. This evaluation would occur annually with no more than one (1) year worth of data evaluated each time. It would likely come in the form of a mid-year report for the program level evaluation and in the form of a report in the Fall time for the strategy level report.
2. Comprehensive, larger study of key programs - this evaluation would be a longer evaluation, four (4) years in total. It would investigate questions as stated in the “Required Elements for Oakland Unite Community-Focused Violence Prevention / Intervention Evaluation” subsection below. This evaluation would evaluate a limited number of programs (selected by the City) and it will see if the programs are interrupting the cycle of violence and recidivism. This study would occur over the course of 4 years. The proposer should provide a proposed design which would optimize this timeframe to provide the best study possible with the resources provided.

Proposers can bid on either: (1) only the annual evaluation (for program and strategy level evaluations), (2) only on the comprehensive evaluation, or (3) on both of these evaluation types. The City will prioritize having different evaluators for each study, however, is willing to review proposals which include both evaluations in the proposed scope. The specific evaluation design will slightly vary for each evaluation; particularly around the metric used for the evaluation. The City will work with the selected contractor to develop report timeframes to coincide with the milestone timeline attached in (*Attachment E*). The City would benefit from two (2) reports per year.

### Geographic Policing Services

The contractor(s) will propose the evaluation design based on their expertise in what is most effective to provide the most useful data to local decision makers. The City will work with the contractor to determine the best metrics to evaluate for the design of each of the types of evaluations listed below. As previously stated in this RFP, the City is interested in the following types of evaluation for the geographic and community policing evaluation:

1. Geographic policing and crime reduction team evaluation - this evaluation would look at the Crime Reduction Teams (CRTs) in each of the five (5) police areas and investigate questions as stated in the “Required Elements for Geographic Policing and Community Policing Evaluation” subsection below. This evaluation will not address Ceasefire. This

## SSOC Approved – Measure Z 2015-2020 Evaluation Scope of Services

evaluation would occur annually with no more than one (1) year worth of data evaluated each time.

2. Community policing services evaluation - this evaluation would look at the Community Resource Officers (CROs) throughout the city and investigate questions as stated in the “Required Elements for Geographic Policing and Community Policing Evaluation” subsection below. This evaluation would occur annually with no more than one (1) year worth of data evaluated each time.

The overall goal of the policing evaluation is to see if the policing services are meeting the goals and benchmarks set within Measure Z. The police evaluation should include community interviews about the officers and their interaction with the community. This evaluation should also make recommendations for changes which could be made to improve the programs.

### **Required Elements for Oakland Unite Community-Focused Violence Prevention / Intervention Evaluation**

To address the aforementioned purpose, the Measure Z Community-Focused Violence Prevention and Intervention Services evaluations must address the following questions to the extent possible given available data (this information is organized by the type of evaluation):

#### 1. Program level evaluation (annual 1-year evaluations as a mid-year report) -

- Are the programs and strategies serving those at highest risk?
- How are the identified highest risk participants served?
- Did programs meet all of their deliverables and provide the service in the way they stated they would?
- What is the actual acceptance rate of new clients versus those referred to and applied to the program but was not accepted? (This investigates the work being done at the agency going beyond the work of simply filling out a Victims of Crime (VOC) form).
- What are the program outcome goals and are they measurable? (were the target levels of performance met)?
- What are the strengths and challenges of those served?
- How did programs support/develop client strengths and address client challenges?
- Are the programs progressing towards desired outcomes?
- Measurement of client satisfaction and engagement. Conduct exit surveys to assess if clients have advanced in some way (resume development, housing attainment, relationship building, etc.).
- What are client retention levels? Does retention vary by risk level? Supply narratives of providers and clients on factors that affect or end retention.
- How are the families of the clients engaged/integrated into the client’s program?
- What are the opportunities to strengthen and increase client involvement and satisfaction?
- What additional supports do programs need to be successful and how would the program need to be restructured to maximize impact?
- If possible, client tracking across programs: how many programs are touching the same targeted individuals?

## SSOC Approved – Measure Z 2015-2020 Evaluation Scope of Services

- How are programs helping clients transition out of intensive support programs? (Achieving self-determination and self-sufficiency)

### 2. Strategy level evaluation (annual 1-year evaluations as a report which comes out every Fall) -

This will be a random sampling of a few programs within different strategies or it will be an evaluation of some or all programs within a randomly selected strategy. Elements will include:

- What program activities lead to the best high risk young adult outcomes? The evaluator should address promising practices that might be replicated at other sites, as well as problematic practices that should be addressed.
- How could Measure Z funds be allocated more efficiently to reduce crime and violence? Is there too much of an investment in strategies that are relatively expensive for a relatively small outcome?
- Are community-focused violence prevention / intervention programs remaining comparable to national best practice models?
- Did programs and strategies align with the guiding principles and essential service elements approved by SSOC and City Council for Measure Z resource allocation and outlined in the RFP?
- Organizational support: staff training, turnover, continuity of case managers for clients, etc.

### 3. Comprehensive, larger study of key programs (4-year evaluation) -

Consider looking at one program year and then following the clients for some years thereafter. In this study, the evaluator should pick approximately 4-5 programs to study. The required elements include:

- To what extent have Measure Z programs decreased violence and crime in Oakland? To what extent can Measure Z Community-Focused Violence Prevention services be credited with decreases in shootings, assaults, or family violence? To what extent does Measure Z decrease truancy, recidivism, and other negative indicators among the general Oakland youth population?
- What has been the relative impact on violence between different programs and different strategies? The evaluation should provide a variable violence prevention / intervention gauge by which programs and strategies can be measured for assessing impact.
- Do Measure Z-funded programs show better results among some populations than among others?
- If the program was also funded by Measure Y, review how the program performance relates to the specific Measure Z objectives.

### Methodology Guidelines

The City strongly encourages proposers to integrate the following methodology guidelines wherever possible:

- Use measures of crime and violence reduction as primary metrics. Where it is possible to evaluate neighborhood or police beat overall crime and violence, this should take precedence over assessing individual participant behavioral changes alone.
- Use benchmarks related to results, rather than to program activities. If direct measurement of data on results is impossible, then the evaluation should lay out how other metrics can properly be used as proxies for the missing data.
- Make comparisons between Measure Z clients and comparable individuals from the general, underserved population either in Oakland or in a comparable city (quasi-experimental design). Data on program outcomes are more meaningful if they can be compared to what would have happened without a similar program intervention.

### **Required Elements for Geographic Policing and Community Policing Evaluation**

#### Annual Evaluation of Geographic and Community Policing Services

To address the purpose mentioned in the “Purpose” subsection, the annual Geographic and Community Policing Services evaluation must address the following questions to the extent possible given available data (this information is organized by the type of evaluation):

#### 1. Geographic policing and crime reduction team evaluation -

- How are Community Resource Officers (CROs) chosen? How does OPD train CRO officers for their work?
- How are Crime Reduction Team (CRT) members chosen? How does OPD train CRT officers for their work?
- What work are the CRTs performing and how is it determined and prioritized?
- What is the success rate of the CRTs projects? Are some CRTs doing a better job than others in implementing violence reduction efforts?
- How do CRTs compare to national best practice standards?
- How do Area-based CRTS interact with the Ceasefire strategy CRT teams?
- How much does interdepartmental collaboration affect the CRT and CRO project outcomes? Does that affect the violence reduction outcomes?
- How does the CRT model compare to national targeted, crime reduction team models?
- How many officers participate in procedural justice training and what are the outcomes after the training?
- Evaluate client satisfaction with the police department to assess community policing. This could be a survey or another tool.

2. Community policing services evaluation –

- How successful has the community policing program been at reducing violent crime? Increasing public trust of the police department? Can the information in the community policing database (SARAnet) be linked to decreases in violent crime or other improved community outcomes?
- Are the Community Resource Officers (CROs) implementing the SARA problem solving model in alignment with recognized best practices? If not the SARA model, what model is being used?
- Can the SARAnet database be used to draw conclusions about: A) whether there is a link between quality beat project completion to crime and violence reductions; and B) whether some beats/CROs are doing a better job than others of implementing a quality community policing model?
- To what degree do CRO activities reduce violent crime? What proportion of CRO time or project volume is spent on quality of life issues? Does addressing quality of life issues reduce violent crime?
- How much time are CROs spending on their beats compared to other OPD duties? What proportion of CRO time is spent in on neighborhood projects versus general presence in the neighborhood? If the average CRO spends over 40 percent of their time doing non-area-specific work, what does that mean?
- Does the performance of Measure Z-funded CROs differ from CROs funded from other funding sources?
- How do CROs under Measure Z differ from PSOs under Measure Y?
- How is the community policing program holding to national best practice models?

Methodology Guidelines

The City strongly encourages proposers to integrate the following methodology guidelines wherever possible:

- Use measureable metrics for evaluating officer (CRO) activity.
- Use measurable metrics for evaluating CRT activity
- Factor in the results of each the CRO and CRT activities in addition to simply tracking their schedules.
- Interview and or survey the community about police interactions related to community policing.

**Definitions**

- Recidivism: A subsequent criminal adjudication/conviction while on probation or parole supervision. (source: based on the CPOC definition). (The City will discuss this definition further with the chosen evaluator).
- Results-based Accountability: implies that expected results (also known as goals) are clearly articulated, and that data are regularly collected and reported to address questions of whether results have been achieved. (source: Harvard Family Research Project).

## SSOC Approved – Measure Z 2015-2020 Evaluation Scope of Services

- Highest risk: Cohorts of youth and young adults who are 1) Directly impacted by violence, and/or 2) Most likely to be involved in perpetuating violence. (source: Human Services Department).
- Procedural justice: the idea that how individuals regard the justice system is tied more to the perceived fairness of the *process* and how they were treated rather than to the perceived fairness of the *outcome*. (source: U.S. Department of Justice).
- Cultural competency: A set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals that enables effective work in cross-cultural situations. (source: HRSA).
- VOC: This is a benefits application for victims of crime. It is managed through California Victim Compensation Program which is a program of the Victim Compensation and Government Claims Board. More information available online at: [http://www.vcgcb.ca.gov/docs/forms/victims/apps/victimcompensationapp\\_eng.pdf](http://www.vcgcb.ca.gov/docs/forms/victims/apps/victimcompensationapp_eng.pdf)



**CITY OF OAKLAND**  
**Chief of Police Recruitment**  
**Community Engagement Questions**

If time does not allow you to stay and have your input heard, please feel free to complete these questions and email to: [OPDChiefrecruitment@oaklandnet.com](mailto:OPDChiefrecruitment@oaklandnet.com) or by mail: City Administrator's Office, Attention: Police Chief Recruitment, 1 Frank H. Ogawa Plaza – 3<sup>rd</sup> Floor, Oakland, CA 94612

1. Describe the relationship between the Police Department and your community?
2. What would you like to see change in how the police department interacts with your community?
3. What would you like to see the city and police department do differently to help you feel safe?



4. What are the qualities of an ideal Police Chief candidate for the City Oakland?

5. What role do you have in making Oakland a safer place to live?

6. How do the people of Oakland keep the new Police Chief and department accountable?



150 FRANK OGAWA PLAZA • 4<sup>TH</sup> FLOOR • OAKLAND, CA 94612

## MEMORANDUM

**TO:** Public Safety and Services Oversight Committee  
**FROM:** Peter Kim, Manager, Oakland Unite, Human Services Department  
**DATE:** October 12, 2016  
**SUBJECT:** Human Services Department Measure Z Revenue and Expenditure Report

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The purpose of this report is to provide the Public Safety and Services Oversight Committee (SSOC) with information regarding Human Services Department (HSD) Measure Z expenditures for the quarter.

Attached, please find narratives for HSD's Measure Z expenditures during the months of April, May, and June 2016. These narratives correspond to the Measure Z Budget and Year-to-Date Expenditures report provided by the Controller's Office for those months.

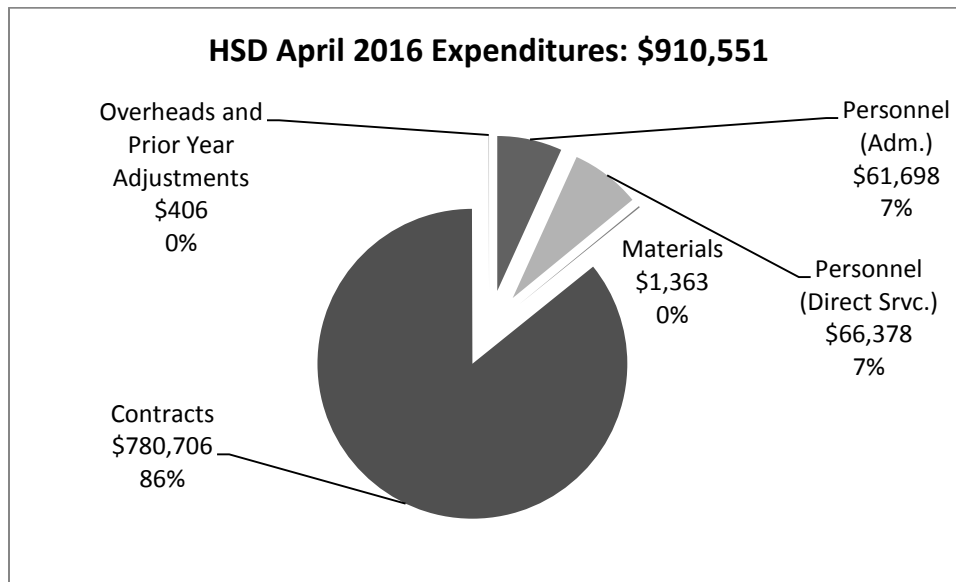
For questions regarding these narratives, please contact:

Josie Halpern-Finnerty, Program Planner, Oakland Unite

[JHalpern-Finnerty@oaklandnet.com](mailto:JHalpern-Finnerty@oaklandnet.com)

510-238-2350

## Violence Prevention & Public Safety Act (Measure Z) Human Services Department Expenditure Summary



### **PERSONNEL**

A total of \$128,076 went towards personnel costs for the month of April 2016. \$61,698 was paid in administrative personnel costs for 6.09 FTE staff, the remaining \$66,378 went towards (6) FTE direct service staff.

### **MATERIALS**

A total of \$1,363 included purchases in the amount of \$1,161.18 for meeting expenses, and \$202.19 in telephone and mailing costs.

### **OVERHEADS AND PRIOR YEAR ADJUSTMENTS**

A total of \$406 in overhead costs was charged. As all overhead charges should be waived for Measure Z, an adjustment has been requested.

### **CONTRACTS**

A total of \$780,706 included costs associated in issuing (2) Grant Advances for our Jan.2016-June 2017 contracts totaling \$86,865. An additional (18) Quarter 1 grant payments for our Jan.2016-June 2017 contracts were also issued totaling \$693,841.

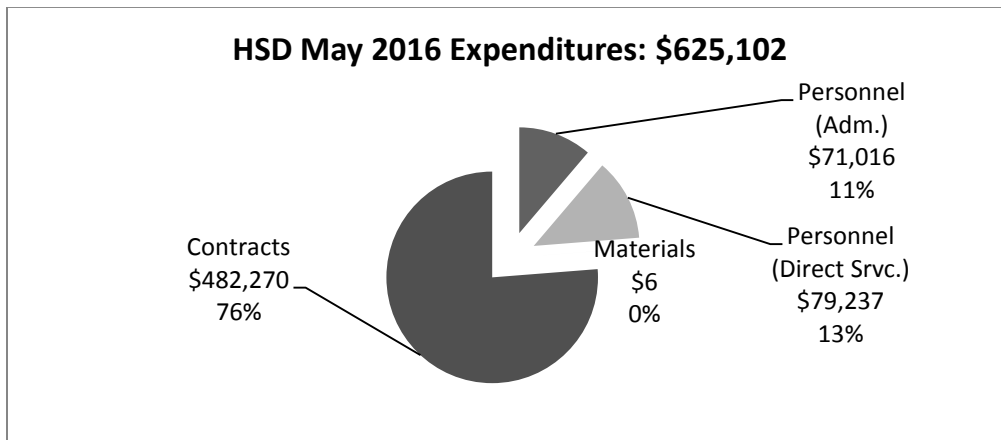
Grant Advances		
Sub-Strategy	Agency	Amount
Adult Employment and Education Support	CENTER FOR EMPLOYMENT OPPORTUNITY	\$48,000
Intensive Adult Case Management	ROOTS COMMUNITY HEALTH CENTER	\$38,865

**Violence Prevention & Public Safety Act (Measure Z)**  
**Human Services Department Expenditure Summary**

Quarter 1 Grant Payments		
Sub-Strategy	Agency	Amount
Youth Employment and Education Support	BAY AREA COMMUNITY RESOURCES	\$9,710
	YOUTH RADIO	\$28,125
	ALAMEDA COUNTY OF EDUCATION	\$41,625
Adult Employment and Education Support	BEYOND EMANCIPATION	\$8,133
	BUILDING OPPORTUNITIES FOR SELF-SUFFICIENCY	\$30,223
	CIVICORPS	\$37,500
	OAKLAND PRIVATE INDUSTRY COUNCIL, INC	\$44,219
Crisis Response and Street Outreach	CALIFORNIA YOUTH OUTREACH	\$13,463
	YOUTH ALIVE!	\$30,935
Family Violence Intervention	FAMILY VIOLENCE LAW CENTER	\$101,250
Youth Case Management	YOUTH ALIVE!	\$38,295
	OAKLAND UNIFIED SCHOOL DISTRICT (Enrollment Coordinator)	\$18,000
	THE MENTORING CENTER	\$22,500
	MISSEY INC.	\$34,644
	EAST BAY ASIAN YOUTH CENTER	\$64,125
Adult Case Management	CALIFORNIA YOUTH OUTREACH	\$69,844
	THE MENTORING CENTER	\$78,750
Innovation Fund	COMMUNITY WORKS WEST, INC.	\$22,500

## Violence Prevention & Public Safety Act of 2016 (Measure Z)

### Human Services Department Expenditure Summary



#### **PERSONNEL**

A total of \$150,253 went towards personnel costs for the month of May 2016. \$71,016 was paid in administrative personnel costs for 6.09 FTE staff, the remaining \$79,237 went towards (6) FTE direct service staff.

#### **MATERIALS**

A total of \$6 included expenses in telephone and mailing costs.

#### **OVERHEADS AND PRIOR YEAR ADJUSTMENTS**

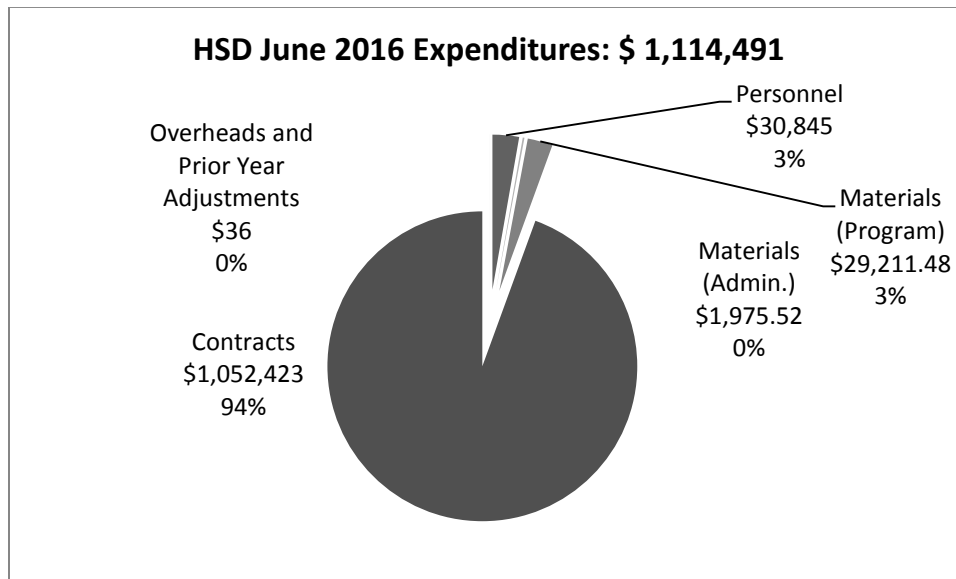
A total of (\$7,426) in overhead costs were waived for Measure Z.

#### **CONTRACTS**

A total of \$482,270 included costs associated in issuing (11) Quarter 1 Grant payments for our Jan.2016-June 2017 contracts.

Quarter 1 Grant Payments		
Sub-Strategy	Agency	Amount
Youth Employment and Education Support	YOUTH EMPLOYMENT PARTNERSHIP	\$18,000
Adult Employment and Education Support	CENTER FOR EMPLOYMENT OPPORTUNITIES	\$57,081
Crisis Response and Street Outreach	YOUTH ALIVE!	\$151,518
	CATHOLIC CHARITIES OF THE EAST BAY	\$62,775
Outreach to Commercially Sexually Exploited Children	MISSEY INC	\$7,920
	BAY AREA WOMEN AGAINST RAPE	\$11,495
Youth Case Management	OAKLAND UNIFIED SCHOOL DISTRICT (ALT. EDU)	\$45,000
	EAST BAY AGENCY FOR CHILDREN	\$33,991
	YOUTH UPRISING	\$34,599
Adult Case Management	VOLUNTEERS OF AMERICA	\$21,641
Leadership Council	THE MENTORING CENTER	\$38,250

## Violence Prevention & Public Safety Act (Measure Z) Human Services Department Expenditure Summary



### **PERSONNEL**

A total of \$30,845 went towards personnel costs for (6) FTE direct service staff for the month of June 2016. Administrative personnel expenditures were offset in this quarter by the ability to use \$45,361 in funds from a state grant managed by HSD, generating cost savings for the month.

### **MATERIALS**

The total of \$31,187 in materials expenditures is made up of both administrative and programmatic expenses. \$1,975.52 or 6% of total material costs went towards administrative expenses including: meeting costs/parking; telephone/mailling; and space configuration.

The remaining \$29,211.48 or 93% of total material costs went towards approved programmatic expenses including: \$4,625 for client support and Incentives; \$4,050.91 for community engagement supplies such as posters/t-shirts; and \$20,535.57 for stipends to youth leaders that staffed the Friday Summer Nights in the Parks program.

### **OVERHEADS AND PRIOR YEAR ADJUSTMENTS**

A total of \$36 in overhead costs was charged. As all overhead charges should be waived for Measure Z, an adjustment has been requested.

### **CONTRACTS**

A total of \$1,052,423 included costs associated in issuing (1) Quarter 1 Grant payments for our Jan.2016-June 2017 contracts for a total of \$45,000. (30) Quarter 2 Grant payments for our Jan.2016-June 2017 totaling: \$1,005,794.

## Violence Prevention & Public Safety Act (Measure Z)

### Human Services Department Expenditure Summary

Additionally, \$550 was spent on consulting services related to the development of employment systems for participants; \$679 went toward towards recruitment/advertising costs; and \$400 went towards translation costs.

Quarter1 Grant Payments		
Sub-Strategy	Agency	Amount
Youth Case Mgmt.	ALAMEDA COUNTY PROBATION DEPARTMENT	\$45,000
Quarter 2 Grant Payments		
Youth Employment and Education Support	BAY AREA COMMUNITY RESOURCES	\$32,290
	YOUTH RADIO	\$15,625
	ALAMEDA COUNTY OFFICE OF EDUCATION	\$23,125
	YOUTH EMPLOYMENT PARTNERSHIP	\$36,000
Adult Employment and Education Support	CENTER FOR EMPLOYMENT OPPORTUNITIES	\$54,919
	BEYOND EMANCIPATION	\$15,611
	BUILDING OPPORTUNITIES FOR SELF-SUFFICIENCY	\$36,000
	CIVICORPS	\$50,000
	OAKLAND PRIVATE INDUSTRY COUNCIL INC.	\$25,781
Family Violence Intervention	FAMILY VIOLENCE LAW CENTER	\$56,250
Outreach to Commercially Sexually Exploited Children	BAY AREA WOMEN AGAINST RAPE	\$14,055
	MISSEY INC.	\$10,141
Crisis Response and Street Outreach	CALIFORNIA YOUTH OUTREACH	\$21,537
	YOUTH ALIVE!	\$30,946
	CATHOLIC CHARITIES OF THE EAST BAY	\$42,225
	YOUTH ALIVE	\$124,982
	BUILDING OPPORTUNITIES FOR SELF-SUFFICIENCY	\$81,250
Youth Case Management	YOUTH ALIVE!	\$40,369
	OAKLAND UNIFIED SCHOOL DISTRICT	\$35,000
	THE MENTORING CENTER	\$12,500
	MISSEY INC.	\$10,661
	EAST BAY ASIAN YOUTH CENTER	\$35,625
	EAST BAY AGENCY FOR CHILDREN	\$36,009
Adult Case Management	ROOTS COMMUNITY HEALTH CENTER	\$19,135
	THE MENTORING CENTER	\$43,750
	VOLUNTEERS OF AMERICA	\$8,023
	CALIFORNIA YOUTH OUTREACH	\$52,656
Leadership Council	THE MENTORING CENTER	\$21,250
Innovation Fund	COMMUNITY WORKS WEST INC.	\$12,500
	SENECA CENTER FOR CHILDREN	\$7,579

## Memorandum

TO: Public Safety and Services Oversight Committee

FROM: Donneshia Nell Taylor, Fiscal Manager

SUBJECT: OPD Financial Quarter 4 Report

DATE: October 5, 2016

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On a quarterly basis, the Oakland Police Department compiles Measure Z data to present at the Public Safety and Services Oversight Committee meeting. The information in this memo represents the Measure Z data through the fourth quarter of fiscal year (FY) 2015-16 (April 2016 – June 2016).

As of June 30, 2016, total FY 2015-16 Oakland Police Department expenditures in Measure Z were \$13,198,796.

The program expenditures represent the Department's labor and operating and maintenance expenditures associated with the Ceasefire civilian staff, community resource officers and crime reduction team members assigned to Measure Z positions. These charges total \$12,653,335 in labor, of which \$127,104 was for overtime. A total of \$545,461 was spent on supplies, cellphones, computers, contracts and training.

FY 2015-16 operations and maintenance expenditures through June 30, 2016:

Line Item Description	Amount
Equipment and Office Supplies	\$117,977
Service Expenditures	\$288,260
Contract Service Expenditures	\$55,000
Travel and Education Expenditures	\$69,233
Overhead Costs	\$14,991
<b>Total</b>	<b>\$545,461</b>

For questions regarding the information provided, please contact Donneshia Nell Taylor at [dtaylor@oaklandnet.com](mailto:dtaylor@oaklandnet.com) or (510)238-3288.



Violence Prevention and Public Safety Act of 2014 (Measure Z)  
FY 2015-2016 Budget Year- to Date Expenditures  
for the Quarter Ending June 30, 2016

	FTE	Budget	Quarter	Encumbered	Year -to-Date (1 July 2015 - 30 June 2016)	(Uncollected)/Unspent
<b>ANNUAL REVENUES</b>						
Voter Approved Special Tax		15,978,438	5,431,206	-	14,907,301	(1,071,137)
Parking Tax		8,679,583	3,602,637	-	9,791,126	1,111,543
Interest & Other Misc.		-	9,314	-	15,207	15,207
<b>Total ANNUAL REVENUES</b>		<b>\$ 24,658,021</b>	<b>\$ 9,043,157</b>	<b>\$ -</b>	<b>\$ 24,713,635</b>	<b>\$ 55,614</b>
<b>ANNUAL EXPENDITURES</b>						
<b>City Administrator</b>						
Personnel		161,176	45,771	-	161,031	145
Materials		11,146	146	-	394	10,753
Contracts		487,324	2,219	77,509	7,517	402,298
<b>City Administrator Total</b>	<b>0.80</b>	<b>\$ 659,647</b>	<b>\$ 48,136</b>	<b>\$ 77,509</b>	<b>\$ 168,941</b>	<b>\$ 413,197</b>
<b>Mayor</b>						
Personnel		83,313	-	-	-	83,313
<b>Mayor Total</b>	<b>0.40</b>	<b>\$ 83,313</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 83,313</b>
<b>Human Services Department</b>						
Personnel		1,698,200	309,174	-	1,278,193	420,007
Materials		244,604	32,556	1,046	50,505	193,053
Contracts		7,004,720	2,315,399	265,171	5,334,296	1,405,253
Overheads and Prior Year Adjustments		(206,751)	(6,984)	-	36	(206,787)
<b>Human Services Department Total</b>	<b>14.49</b>	<b>\$ 8,740,773</b>	<b>\$ 2,650,145</b>	<b>\$ 266,217</b>	<b>\$ 6,663,029</b>	<b>\$ 1,811,526</b>
<b>Fire Department</b>						
Personnel		2,000,000	1,000,000	-	2,000,000	-
<b>Fire Department Total</b>	<b>0.00</b>	<b>\$ 2,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>
<b>Finance Department</b>						
Contracts		23,320	128,611	-	280,542	(257,222)
<b>Finance Department Total</b>	<b>0.00</b>	<b>\$ 23,320</b>	<b>\$ 128,611</b>	<b>\$ -</b>	<b>\$ 280,542</b>	<b>\$ (257,222)</b>
<b>Police Department</b>						
Personnel		12,524,165	3,028,268	-	12,653,335	(129,170)
Materials		536,637	272,749	91,993	383,477	61,167
Contracts		90,166	60,748	(24,048)	79,048	35,166
Overheads and Prior Year Adjustments		-	5,638	-	14,991	(14,991)
<b>Police Department Total</b>	<b>66.00</b>	<b>\$ 13,150,968</b>	<b>\$ 3,367,403</b>	<b>\$ 67,945</b>	<b>\$ 13,130,851</b>	<b>\$ (47,827)</b>
<b>GRAND TOTAL EXPENDITURES</b>	<b>81.69</b>	<b>\$ 24,658,021</b>	<b>\$ 7,194,295</b>	<b>\$ 411,671</b>	<b>\$ 22,243,362</b>	<b>\$ 2,002,985</b>

\* NOTE: These are unaudited numbers

**PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION**

**PROPOSED 2017 CALENDAR**

Monday, January 23, 2017

Monday, February 27, 2017

Monday, March 27, 2017

Monday, April 24, 2017

Monday, May 22, 2017

Monday, June 26, 2017

Monday, July 24, 2017

Monday, August 28, 2017

Monday, September 25, 2017

Monday, October 23, 2017

Monday, November 27, 2017

Monday, December 18, 2017